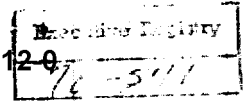


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recruit
MEMORANDUM FOR: Director of Personnel

SUBJECT : Personnel Recruitment and Utilization Under Reduced Ceilings

REFERENCES :

See file

1. Increasingly stringent ceiling controls require close husbanding of the Agency's personnel assets.

2. Agency regulations provide in the cited references that the Director of Personnel shall, in meeting the requirements of the various components, first consider employees for internal transfer and only secondly turn to external recruitment. I recognize why this responsibility has not been vigorously pursued in the past but now consider it imperative that every effort be made to fill vacancies by internal transfer. I have reviewed with the Deputy Directors the constraints we now face, and they are in complete agreement that we must make full use of our current assets before undertaking external recruitment. They believe it is critically important also that all employees understand that this is an Agency-wide problem and they will personally insure that no onus falls on any employee who believes his transfer within the Agency would be to the Agency's and his best interests. You shall therefore immediately undertake to screen all requirements of each Agency component against the qualifications of employees assigned to all other components. Currently, you should concentrate on movement out of those components suffering serious strength overages. You should, however, consider any transfer it appears would result in a net gain in Agency capability. While the second reference provides for consultation with the individual and Heads of the Career Services concerned, this does not preclude your taking the initiative for such changes of assignment and Career Service.

3. To assure maximum effectiveness of this program, Personnel Officers of all Agency components should be provided appropriate lists of vacancies for which internal candidates would be desirable. Such lists will serve two purposes. They will aid Personnel Officers, particularly in components with overages, to identify individuals in their organizations who may be qualified for these vacant positions. Secondly, they will provide for self-identification by individual employees who desire consideration for reassignment. To give immediate impetus to this program and to be sure all employees are advised, I suggest issuance of an Agency notice. That notice should include the fact that it is the opinion of the Deputies that the program will be supported to the extent of sponsoring additional training where refreshing or updating of a basically qualified individual is necessary.



Executive Director-Comptroller

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